



2018 WFC Annual Report

May 20, 2019

605 11th Avenue SE, Suite 211
Olympia, WA 98501

p. 360.352.0161
f. 360.586.5868

wfc@washingtonfirechiefs.org
www.washingtonfirechiefs.org

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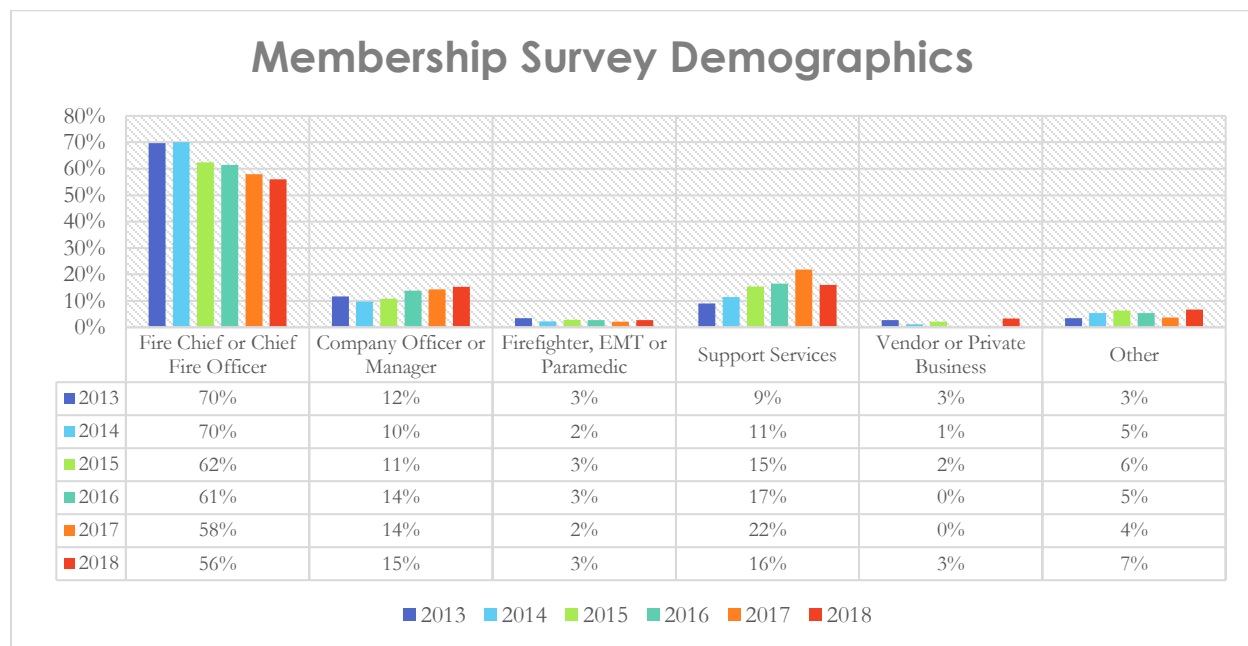
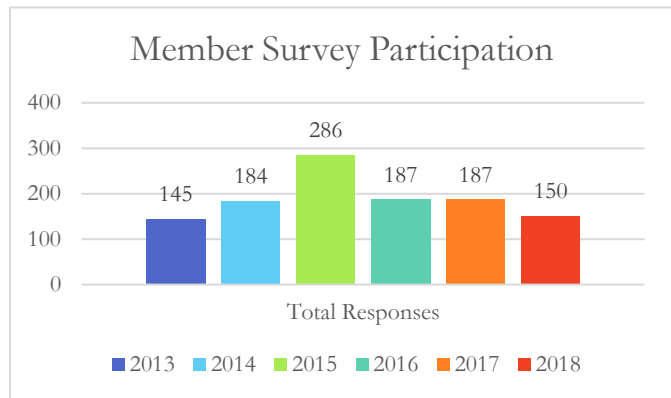
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Introduction

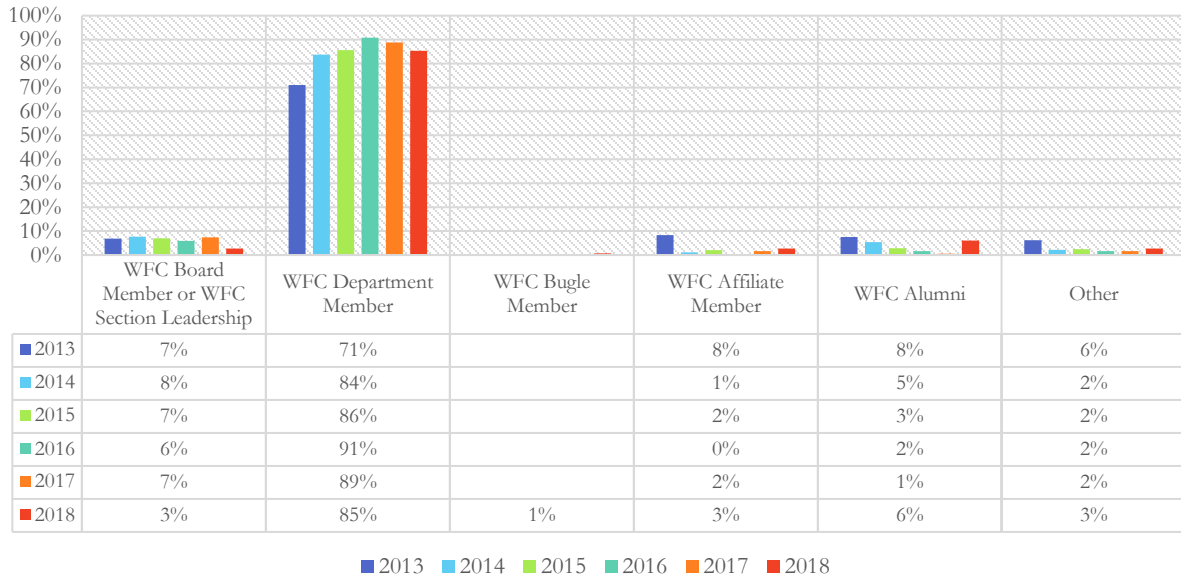
The Washington Fire Chiefs Association (WFC) strives for continuous improvement. To that end, a strategic plan with goals which are used to direct and evaluate progress was developed in 2015. Performance of each strategic goal is based on measurable results and concrete feedback provided by WFC members and other key external stakeholders. Each year the WFC asks the membership, external partners and County Fire Chiefs Associations for input, looking for ways to improve the value of membership as seen through the eyes of the 2,244 association members.

The WFC Mission is “Providing leadership through service, education & advocacy”. WFC board and staff keep this mission in mind looking for efforts and member benefits that will advance this mission.

Throughout this report you will see a reference to the WFC membership survey results. The WFC received 150 responses regarding 2018 services. These results are compared and contrasted in this report against results from past years and offered as one method of evaluation.



Affiliation



In 2018, there were 2244 members and 366 fire departments represented throughout Washington State. The Association is led by a Board elected at the annual conference by its members. The organization also includes six sections: EMS, Fire Mechanics, Fire Administrative Support, Fire Training, Safety & Officers, Public Fire Educators and the HazMat & Special Ops Committee.

2018 WFC Board members were:

Keith Wright

President
Central Pierce Fire & Rescue
(253) 538-6400
kwright@centralpiercefirerescue.org

Bryan Collins

Position 4
Spokane Valley Fire Department
(509) 928-1700
collinsb@spokanevalleyfire.com

Steve Wright

Vice President
South Kitsap Fire and Rescue
(360) 971-2411
swright@skfr.org

Mark Correia

Position 5
Snoqualmie FD
(425) 888-1551
Mcorreia@ci.snoqualmie.wa.us

Jim Walkowski

Immediate Past President
East Jefferson Fire & Rescue
(360) 385-2626
jwalkowski@ejfr.org

Nick Swinhart

Position 6
Camas-Washougal Fire Department
(360) 834-2262
nswinhart@cityofcamas.us

Hank Teran

Position: Position 1
Bainbridge Island Fire Department
(206) 842-7686
hteran@bifd.org

Dave LaFave

Position 7
Cowlitz 2 Fire and Rescue
360-575-6286
dave.lafave@c2fr.org

Harold Scoggins

Position 2
Seattle Fire Department
(206) 386-1450
harold.scoggins@seattle.gov

Rocky Eastman

Position 8
Walla Walla County Fire District #4
(509) 529-1282
reastman@wwfire4.com

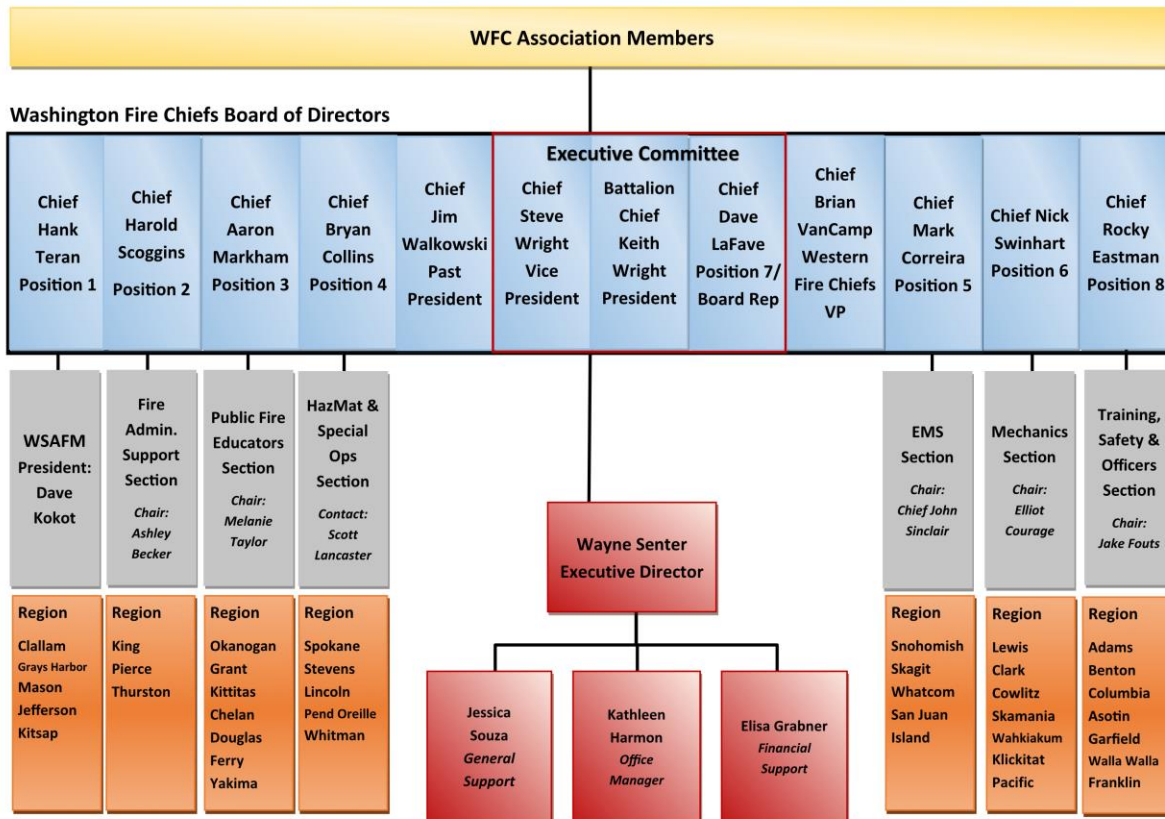
Aaron Markham

Position 3
Yakima Fire Department
(509) 575-6060
aaron.markham@yakimawa.gov

Brian VanCamp

Western State Vice President
Thurston County Fire District 8
(360) 491-5320
vancamp@southbayfire.com

2018 Organization Chart



2018 Committee Representatives:

Bylaws, Chief Jim Walkowski, Spokane County FD 9
 Emergency Preparedness, Division Chief Dave DeHaan, Everett Fire Department
 Finance Committee, Chief Mark Correira, Snoqualmie Fire Department
 Fire Defense Committee, Chief Steve North, Thurston County Fire District 9
 Fire Service Memorial Committee, Chaplain Pat Ellis, Kent Fire Department RFA
 Legislative Committee, Administrator Eric Robertson, Valley Regional Fire Authority
 PNWCG, Chief Randy Johnson, Spokane County Fire District 4
 SBCC, Chief Hank Teran, Bainbridge Island Fire Department
 SERC, Chief Bill Whealen, Benton County FD 4
 SIEC, Chief Jim Sharp, West Pierce Fire & Rescue
 Trauma Steering Committee, Assistant Chief Scott Dorsey, Snohomish County FD 7
 WSRB, Chief Guy Allen, Eastside Fire & Rescue

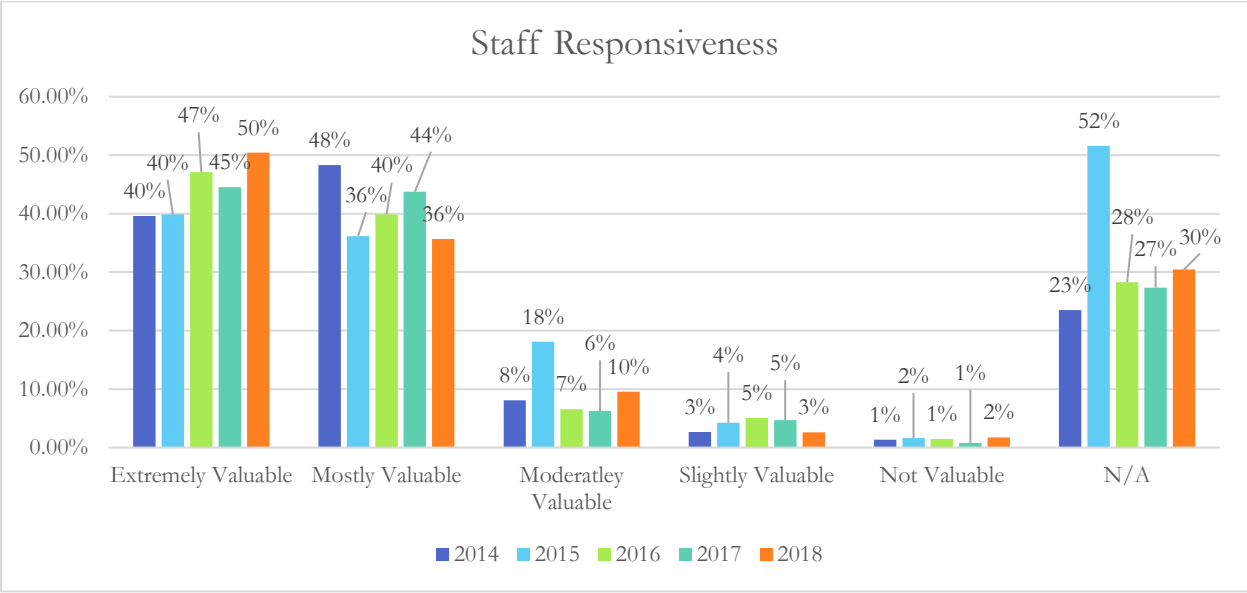
Goal 1

Strengthen and improve internal relationships with our members as measured by a reduction of distracting conflict and increased interest-based problem solving resulting in improved outcomes.

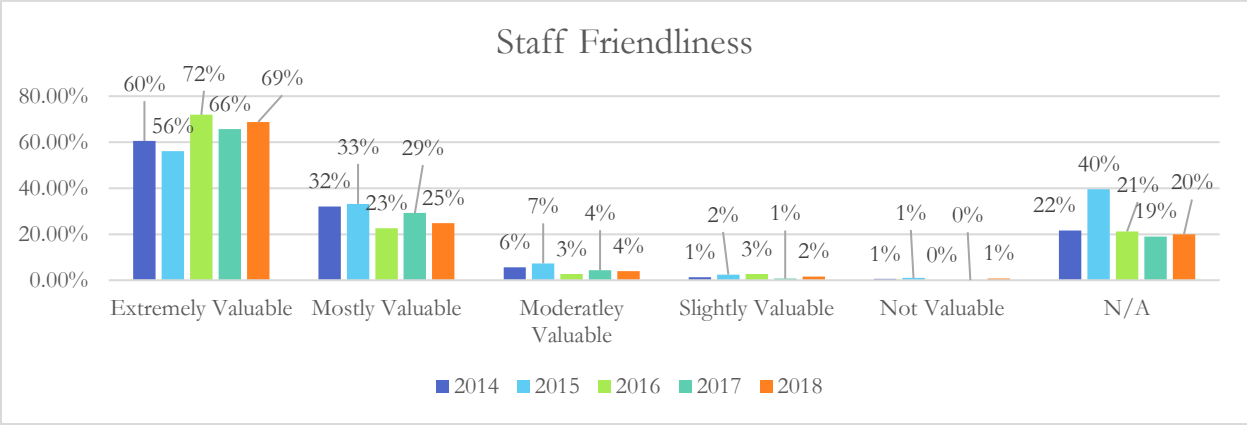
The Washington Fire Chiefs primary focus is to meet the needs of our members. To that end our first and most important goal seeks to improve the WFC’s relationship with members and reduce conflicts. In each situation the WFC looks for a root cause and utilizes interest-based solutions that ultimately strengthen our connection with Washington fire agencies and avoid unintended negative consequences for the organization or its membership.

Members often ask the WFC for assistance in issue resolution and solution. Despite best intentions, there are times a proposed solution does not meet the interests of all involved. The WFC works to facilitate a solution by working through a problem-solving model; seeking to serve the customer and maintain strong, productive & healthy relationships. WFC staff and Board members remain focused on the needs of the members, even if there are barriers to implementing the specific solution being considered. Most importantly, WFC staff and board seek continue to actively communicate even more so when there are critical issues.

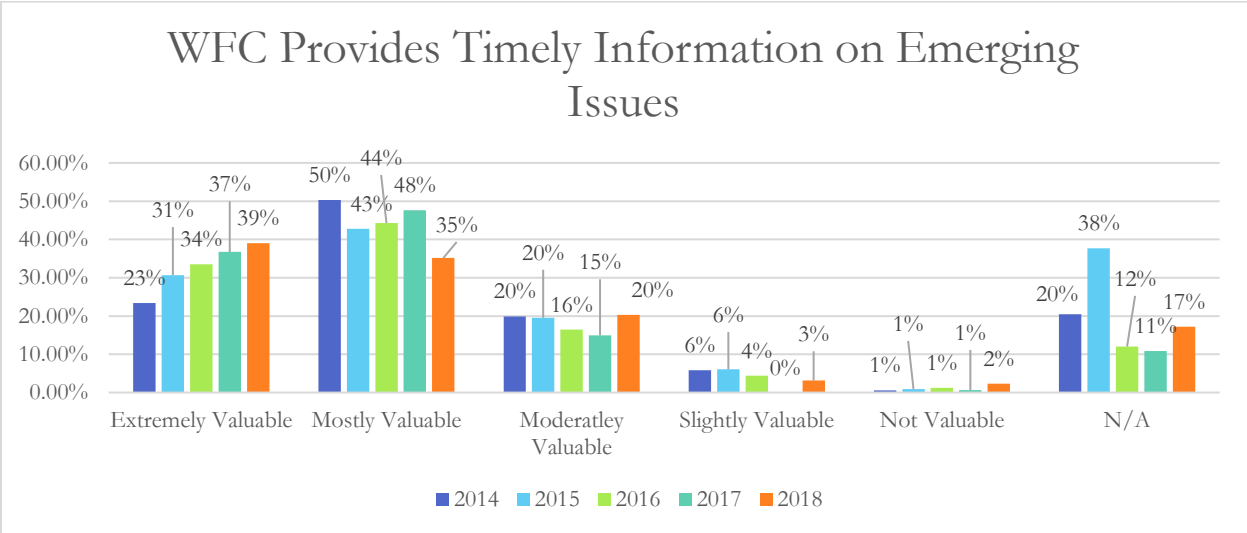
Staff actively look for ways to partner with Bugle members and fire agencies to use these members’ expertise to strengthen existing programs and develop new benefits for members. For example, in 2018 the WFC and the Fire Rescue Wellness Corporation partnered with Wilson Heirgood and Associates to launch a new Claims Assistance Management Program (CAMP) to provide Washington fire agencies safety education, injury prevention raining, premium reduction and return to work assistance.



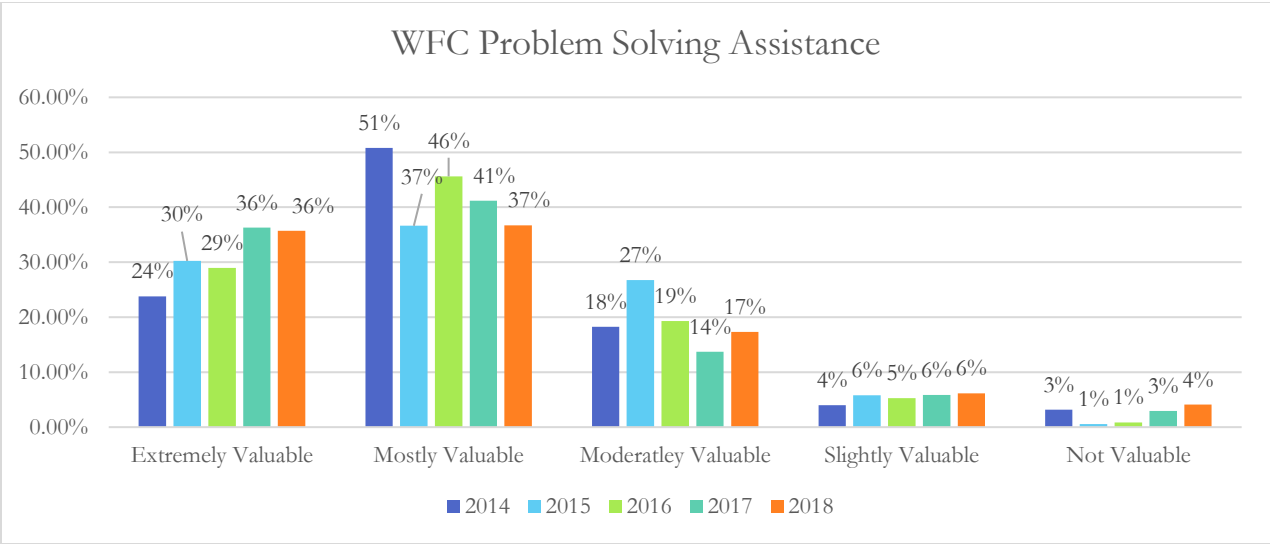
This year the customer satisfaction survey showed a 1% increase in staff responsiveness from 2017 in the Extremely Valuable, Mostly Valuable, and Moderately Valuable categories. WFC Staff continues to cross train which has allowed them to more quickly respond to member requests.



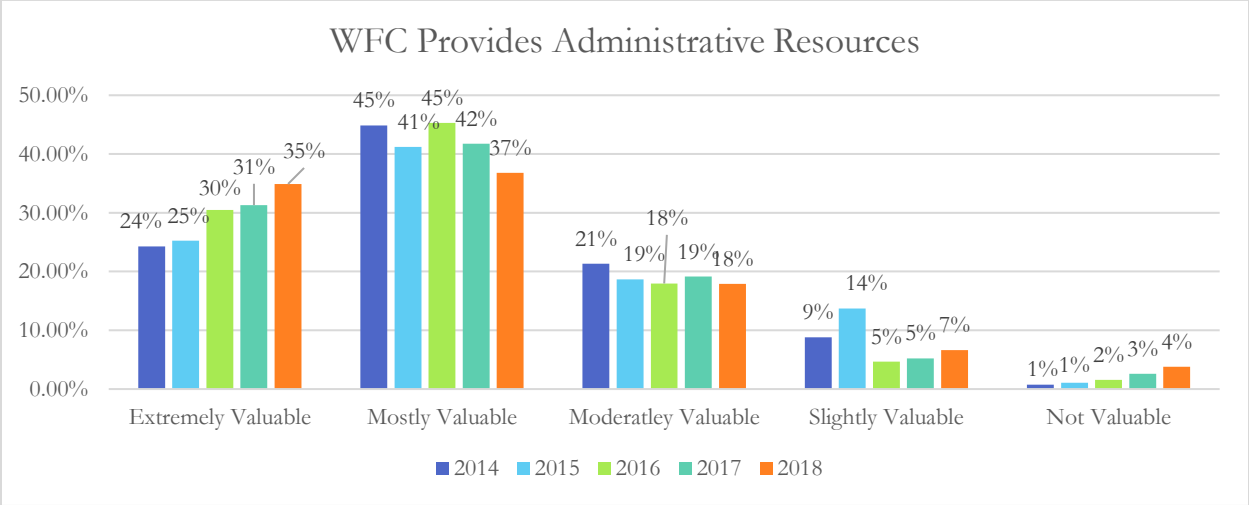
WFC staff friendliness decreased by 1.5% overall for Mostly Valuable and Moderately Valuable categories however, members ranked staff friendliness at 69% as extremely valuable which is a 3% increase from 2017. This reinforces the importance of maintaining a knowledgeable and friendly staff in the office. Staff built upon the cross-training efforts from 2017 and found ways to better streamline office processes to save time and eliminate duplication. The success of these efforts is demonstrated through consistent member confidence and satisfaction in these two areas.



WFC Staff and Board are constantly seeking out information that is important to the membership or situations that will impact the Washington fire service. In 2018, our survey showed a 4% drop in the combined categories of extremely valuable, mostly valuable and moderately valuable responses with a 99% in 2017 compared to 95% in 2018. The WFC continues to improve upon effective ways to distribute important information to the membership. An example of critical information shared includes Labor and Industries workplace safety citations, state auditor findings on group purchasing and firefighting foam regulations. The WFC worked with the auditor’s office and fire service partners to eliminate the confusion regarding group purchasing by requesting an attorney general opinion, then by distributing a procedure and flow chart document to the membership to provide guidance on how to appropriately use the bid process.



There was a 1% decrease from 2017 (91%) to 2018 (90%) in the combined categories of extremely valuable, mostly valuable and moderately valuable. The WFC regularly receives calls from members asking for assistance with a wide variety of issues, which will be addressed more specifically in goal 9. The WFC will continue to look for ways to increase the value of this assistance for 2019.



The value of our administrative resources decreased by 1% from 73% in 2017, compared to 72% in 2018 in the combined categories of extremely, mostly and moderately valuable. The WFC continues to develop resources for its members' use and are actively looking for new more effective ways to store and share those resources. In 2018, the WFC worked with the Washington State Council of Fire Fighters through a labor/management committee to update the Regional Fire Authority (RFA) Implementation Guide. This previous guide was ten years old and several RFA laws had changed or were out of date. This new document will be released to the membership at the No Secrets conference in November of 2019.

Goal 2

Build on existing legislative relationships to maximize influence in the legislative process as measured by our effectiveness on a collective fire service agenda.



Relationships with fire service groups, state agencies, and elected officials are vital to the success and sustainability of the WFC. The work in building these relationships ensures that the overall fire service needs are consistently represented in the legislature. The WFC worked closely in 2018 with the Washington State Fire Commissioners Association, Washington State Fire Fighters Association, Washington State Council of Fire Fighters, State Fire Marshal's Office, Washington State Association of Fire Marshals, Department of Natural Resources, State Military Department, State Emergency

Management Association, Association of Washington Cities, Association of Washington Counties, Washington Ambulance Association, Department of Ecology and many others. By working together with all stakeholders, we can provide a united effort to promote and oppose various issues that arise. The WFC continues to build upon these important relationships and efforts which will ensure our continued success in this area.

The WFC experienced several legislative successes during the 2018 session:

Supplemental Operating Budget

The Legislature passed a supplemental operating budget on the final day of session, making a handful of adjustments to the biennial budget and making several new, small investments in key projects. Of note to the fire service community:

- \$150,000 was included for an update to the 2006 CBRNE plan
- E-911 funding was provided to the satisfaction of APCO and other stakeholders
- \$12.4 million was included in supplemental funding for fire mobilization costs
- \$160,000 was included for DNR to conduct mapping of wildland urban interface zones in accordance with SB 6109
- \$57,000 in 2018 and another \$136,000 in 2019 are appropriated for implementation of HB 2561 concerning the wildland fire advisory committee
- \$73,000 from the state toxics control account is appropriated to the Dept. of Ecology for implementation of SB 6413 concerning toxic firefighting foam
- \$3,000,000 is appropriated to the Department of Retirement Systems to implement SB 6214 concerning PTSD
- \$349,000 is appropriated from the building code council account to implement HB 1622
- \$124,000 is appropriated to DRS to implement HB 2786 concerning LEOFF/DOC, DSHS firefighters

- \$1,000,000 of general fund dollars are appropriated for mental health response team grants in accordance with HB 2892
- \$200,000 is appropriated from the military department active state service account for training and planning of national guard members in accordance with SB 6269 on oil transportation safety

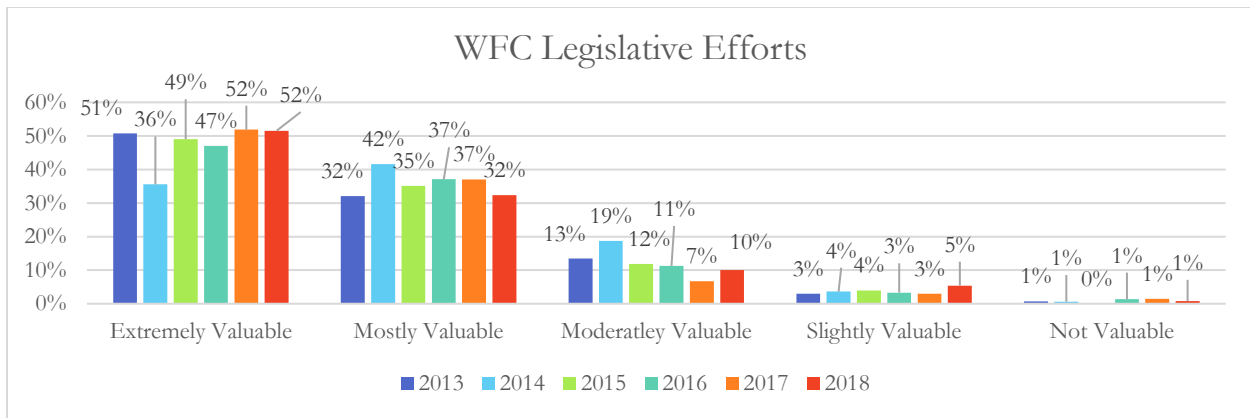
Capital Budget & Supplemental Capital Budget

In addition to the budget issues, there were a number of important policy bills we worked on in 2018, with the WFCA and other fire service partners securing passage of many and working successfully to either amend or oppose many others.

- SB 6109 (Van De Wege), WUI Code Adoption – Includes portions of the international wildland urban interface code in the state building code. Authorizes counties, cities, and towns to adopt the international wildland urban interface code, or any portion thereof. Requires the department of natural resources to: (1) Establish a program of technical assistance to counties, cities, and towns for the development of findings of fact and maps establishing the wildland urban interface areas of jurisdictions in accordance with the requirements of the international wildland urban interface code; and (2) Develop and administer a grant program to provide direct financial assistance to counties, cities, and towns for the development of findings of fact and the maps. *Passed*
- HB 2627 (Springer), EMS Levies – Taxing districts are permitted to continue an existing six-year or 10-year levy with simple majority ballot approval, regardless of whether the tax rate increases, decreases, or remains the same. In order to include a countywide EMS levy on a ballot, three fifths supermajority approval is required from the legislative authority of all taxing districts in a county with a population greater than 50,000 that provides emergency medical services reimbursable under the countywide levy. The initial imposition of a 6-year or 10-year emergency medical service (EMS) levy by a regional fire protection service authority to be approved with a simple majority vote if the entire region comprising the newly formed authority was subject to an EMS levy immediately prior to the creation of the authority. *Passed.*
- HB 2576 (Griffey)/SB 6284 (Takko), RFA Mergers & Annexations – In 2017, SB 5454 was enacted that allows fire protection districts to merge or annex with another district that is nonadjacent but within a reasonable proximity to the existing district. This bill expands that authority to RFAs. *Passed*
- HB 2561 (Dent), Wildland Fire Advisory Committee – Requires the Wildland Fire Advisory Committee (Advisory Committee) to review and make recommendations on aspects related to wildfire preparedness and prevention by November 15, 2019. Requires the Department of Natural Resources to provide a status report of the Advisory Committee review by December 31, 2018. Requires the Advisory Committee to review recommendations contained in the 2017 Joint Legislative Audit and Review Committee report on fees assessed for forest fire protection, develop recommendations on potential processes to resolve the issue of unprotected lands, and consult with other relevant stakeholders that are not represented on the Committee, as the Committee deems necessary, by December 31, 2018; requires the Committee to establish plans to help protect non-English speaking residents during wildfire emergencies; and makes the provisions in the bill subject to appropriation. *Passed*

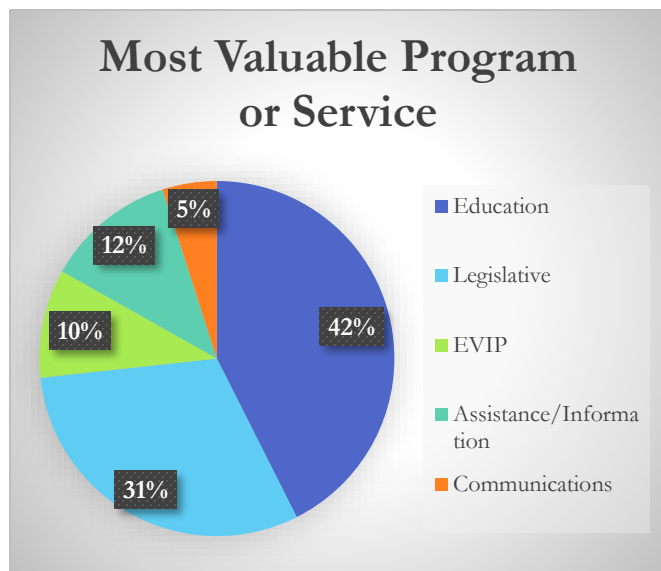
- SB 6413 (Van De Wege)/HB 2793 (Peterson), Toxic Flame Retardants in Firefighting Foam – The manufacture, sale and distribution of Class B firefighting foam that has PFAS chemical intentionally added is prohibited beginning July 1, 2020. The prohibition does not apply to the sale, manufacture, or use of Class B firefighting foam for: aircraft rescue and firefighting, required by federal law, as it existed on January 1, 2018; an oil refinery, oil terminal, or chemical plant. Ecology may adopt rules for the sale and use of firefighting foam, if the federal regulations are revised to allow the use of alternative firefighting agents that do not contain PFAS chemicals. *Passed*
- HB 1133 (Griffey), Fire Sprinkler Contractor License Fund Uses – Eliminates funding, from the fire protection contractor license fund, for standards for fire protection and its enforcement with respect to hospitals. *Passed*.
- SB 6214 (Conway), PTSD Coverage for Law Enforcement & Firefighters – Exempts certain firefighters, law enforcement officers, and emergency medical technicians from a rule of the Department of Labor and Industries that claims based on mental conditions or mental disabilities caused by stress do not fall within the definition of occupational disease. Provides a prima facie presumption, with regard to certain firefighters, law enforcement officers, and emergency medical technicians who are covered under the state industrial insurance act, that posttraumatic stress disorder is an occupational disease. *Passed*.
- HB 1622 (Senn), State Building Code Council – Modifies the administrative processes of the State Building Code Council (Council), including requiring the Council to adhere to statutory requirements applicable to significant legislative rules. Establishes the Council in the Department of Enterprise Services (DES) and specifies that the DES provides administrative support and the Council has rulemaking authority. Creates separate building permit fees for commercial building permits and residential building permits. Creates a new fee for licensing of registered architects and entities engaged in the practice of architecture. *Passed*
- SB 6002 (Saldana), Voting Rights Act – Establishes the Washington voting rights act of 2018 to promote equal voting opportunity in certain political subdivisions and establish a cause of action to redress lack of voter opportunity. *Passed*
- SB 6145 (Saldana), Civil Service Requirements – As an alternative to being a United States citizen, applicants for city firefighter, city police, and county sheriff civil service positions may be lawful permanent residents of the United States. A city police or county sheriff may reject an application if the agency deems it does not have the resources to conduct the required background investigation. Resources means materials, funding, and staff time. An applicant's rights under state antidiscrimination laws are not impaired. The background investigation for a fully commissioned peace officer or reserve officer includes verification of immigration or citizenship status as either a citizen of the United States or a lawful permanent resident. Lawful permanent resident is a person lawfully admitted for permanent residence under federal law. *Passed*.
- HB 2786 (Kilduff), LEOFF Membership – Adds the Department of Social and Health Services and the Department of Corrections to the definition of "employer" for the Law Enforcement Officers' and Firefighters' Retirement System (LEOFF) when employing firefighters serving at a prison or civil commitment center on an island. *Passed*

- HB 2709 (Holy), LEOFF Director Salary – Allows the law enforcement officers' and firefighters' plan 2 retirement board to hire an executive director and fix his or her salary subject to periodic review by the board. *Passed.*
- HB 2892 (Lovick), Mental Health Field Response – Requires the Washington Association of Sheriffs and Police Chiefs to develop and implement a mental health field response team grant program to assist local law enforcement agencies to develop and operate mental health field response team capabilities, using mental health professionals to respond to encounters involving persons with mental health issues. Requires the state Institute for Public Policy, in consultation with the Washington Association of Sheriffs and Police Chiefs, to: (1) Develop data collection and reporting guidelines for grant recipients; and (2) Conduct a study on whether the use of mental health field response improves outcomes of interactions with persons experiencing behavioral health crises. *Passed.*



The membership survey indicated our legislative effort as the second most valuable program and gave a rating of 94% in the combined categories of extremely, mostly or moderately valuable decreasing 2% from 96% in 2017. Of those surveyed in 2018, 31% saw the WFC legislative efforts as the single most valuable service the association provides.

Over 1500 WFC staff hours are spent each year to provide this service on behalf of our members. This effort was headed by the WFC’s lead legislative lobbyist Dylan Doty, the WFC legislative chair Eric Robertson, Administrator of Valley Regional Fire Authority and WFC Executive Director Wayne Senter who is also a registered lobbyist. The WFC staff serve to support these efforts administratively.

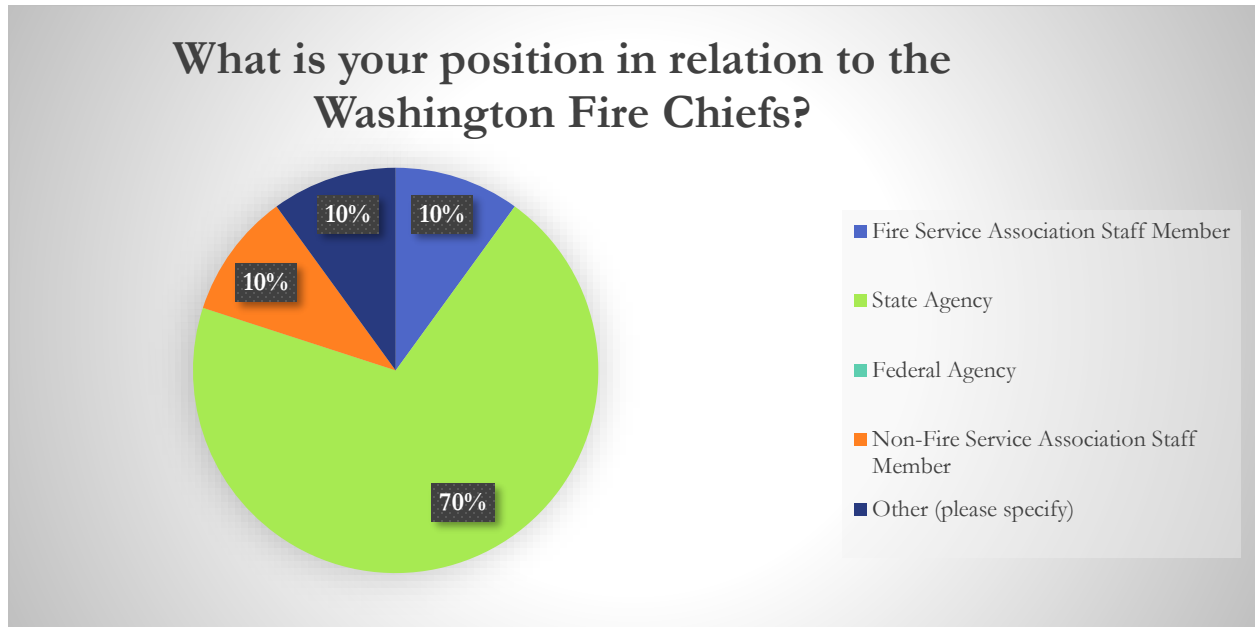


The WFC top five legislative issues for 2018 were:

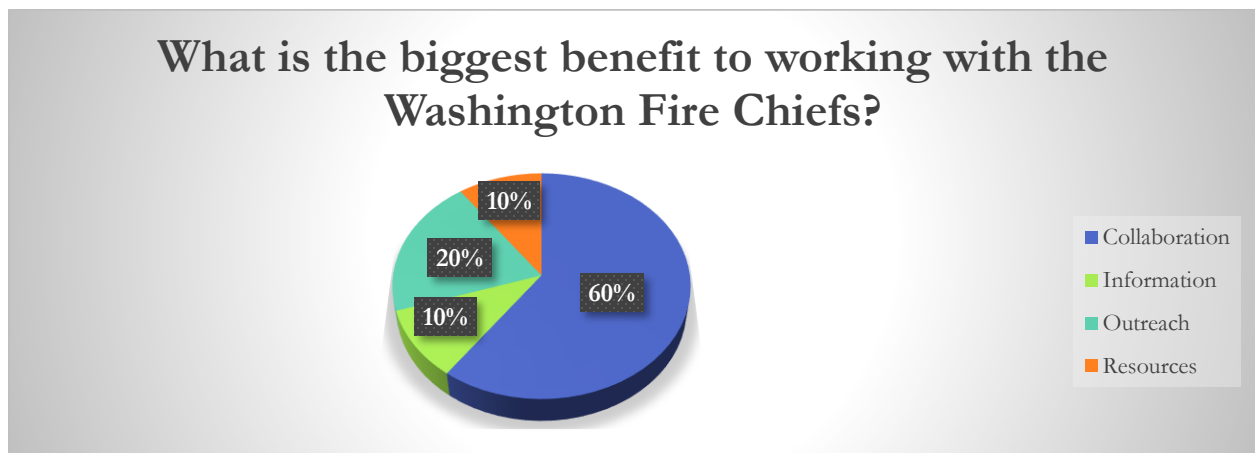
- **Sustainable funding for Fire, Rescue and EMS**
 - Fire Training Academy
 - 1% levy limit restructure
 - GEMT Implementation
 - EMS cap raised to .75/1000AV
 - Change funding to outside \$10.00 limit
 - JATC program
- **Wildland Fire Policy Issues**
 - Pre-positioning
 - Fast Aerial Attacks
 - Pre-Fire Mitigation
- **Incentivize Regionalization**
 - Identify and Remove Barriers
 - Identify statewide all-hazard response advantages
 - Funding advantages
- **Volunteer FF Recruitment and Retention**
 - Consider additional incentives
 - Bolster WFC program
 - Regional coordinator grant
- **Hazardous Materials Planning and Response**
 - Update State CBRNE plan
 - Oil by Rail Safety
 - Hazardous Materials Transportation Safety

Goal 3

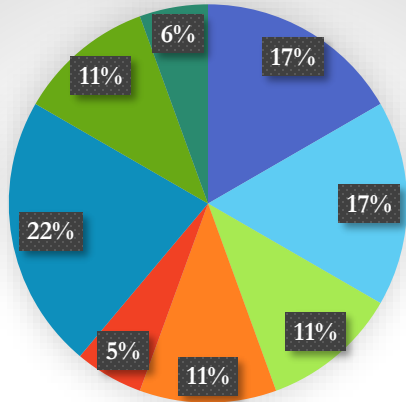
Strengthen and improve external fire partnership relationships, especially the WFCA, WSFFA, WSCFF, DNR, Military Department-EMD and WSP as measured by feedback from Board Members and Staff from those organizations.



Relationships with external organizations are critical to our collective success. A relationship survey aimed at soliciting feedback went to multiple contacts within key external organizations. We received 10 responses from external agencies the WFC typically work with throughout the year on various subjects. Those that responded noted the biggest benefit to working with the WFC was collaboration and outreach. We received several comments of the value of finding solutions collaboratively, and the ability to obtain feedback from WFC members through events and conferences. Overall, when others were asked to rate their relationship with the WFC, 100% expressed a favorable relationship with the majority (50%) expressing that their relationship with the WFC was very good.



How have you had contact with the Washington Fire Chiefs?



In the survey, participants were asked what the WFC could do better to further improve relationships in the future. Participants asked for the WFC to continue proactive and transparent communications with external agencies.

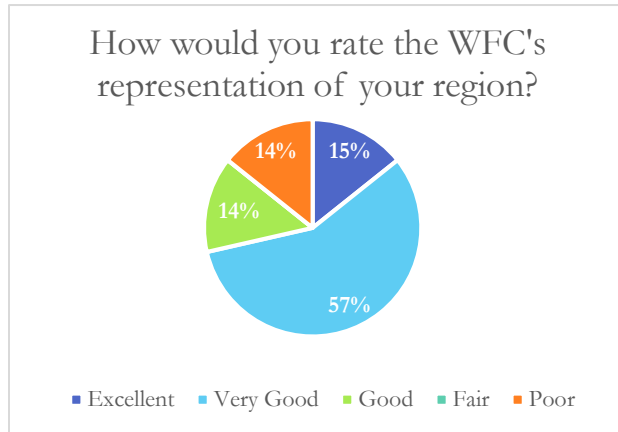
The WFC continues its effort to communicate effectively with key external partners. The WFC meets regularly with the State Fire Marshal, WFCOA and state agencies such as LNI, EMD, DNR, MD, and more. In addition, the WFC participated in other out of state events, creating opportunities for communication and partnerships not previously available.

The WFC's streamlined communication process continues to allow these external organizations to participate in the WFC board meetings, giving them a chance to report on a related activity in their organization. If they are unable to attend, we encourage them to send a short, written report for inclusion in the Board agenda packet or to call in and make a verbal report.

One important initiative led by the WFC was the formation of the Washington State Fire Coalition comprised of the Washington Fire Commissioners Association, Washington State Council of Fire Fighters, Washington State Fire Fighters Association, Washington State Association of Fire Marshals and the WFC. The purpose of this coalition is to speak with one voice on matters of mutual interest, the first topic selected for 2019 is residential fire sprinklers and presentations are planned for our internal members and our state elected officials, appointed state officials and their staff members.

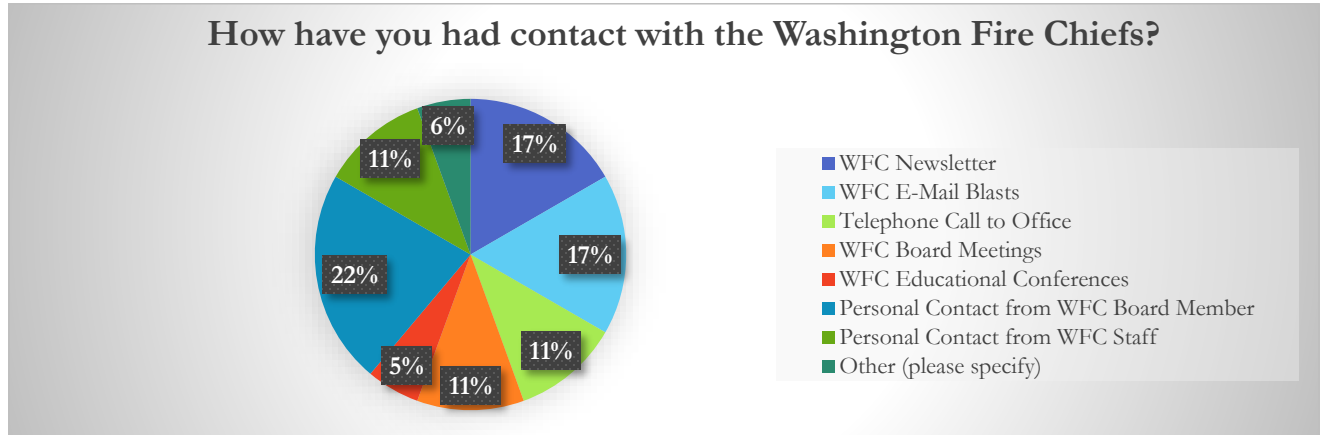
Goal 4

Increase proactive communication and contact with members on critical issues as measured by feedback from the county chief organizations.



The WFC Executive Director visited all Washington state County Fire Chiefs Associations in the past six years. During 2018, the Executive Director focused on improving communications with each fire chief's association. This included reaching out to associations to ensure each county receives the Friday Update e-mail and distributes that to its membership list. The key to success is the Board regional representatives staying engaged with their assigned regions.

County Chief Association Board members were asked to rate the WFC's representation of their region, and 72% of those who responded said that the WFC's regional representation was excellent/very good. This represents no change from 2017. There were 14% who rated this category as poor which provides an opportunity to improve in this vital function.



The WFC continues to search for ways to improve effective communication with the County Fire Chiefs Associations, through better outreach by the region representatives and better reporting of those interactions to the Board at Board meetings.

Goal 5

Strengthen support for staff and continue to meet the needs of our customers as measured by staff/customer feedback during six month and annual reviews.

In 2018 the WFC staff continued to build on cross-training efforts, encourage employee professional development and hands on skills training.

In the fall of 2018, staff organized a retreat to review draft strategic goals and build draft objectives linked to specific goals. The existing action steps were revised slightly and linked to each objective and implementation timelines and responsibility were assigned. The staff retreat provided an opportunity for staff team building and resulted in greater buy-in by staff for the 2020 – 2025 WFC Strategic Plan. All the WFC staff are very pleased with the support they receive and the direction the WFC is heading.



Goal 6

Increase involvement and participation of our members in the strategic plan development and the execution of that collaborative document as measured by post development surveys.

In 2018, the WFC began work on the 2020-2025 Strategic Plan. The process was facilitated by Don Bivins, ESCI, and began with a survey intended to represent a statewide view from our members of where the WFC should be heading. We received 155 member survey responses which we considered a very generous sample.

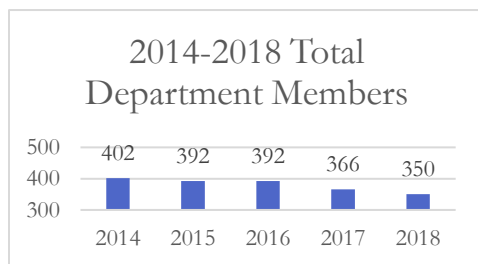
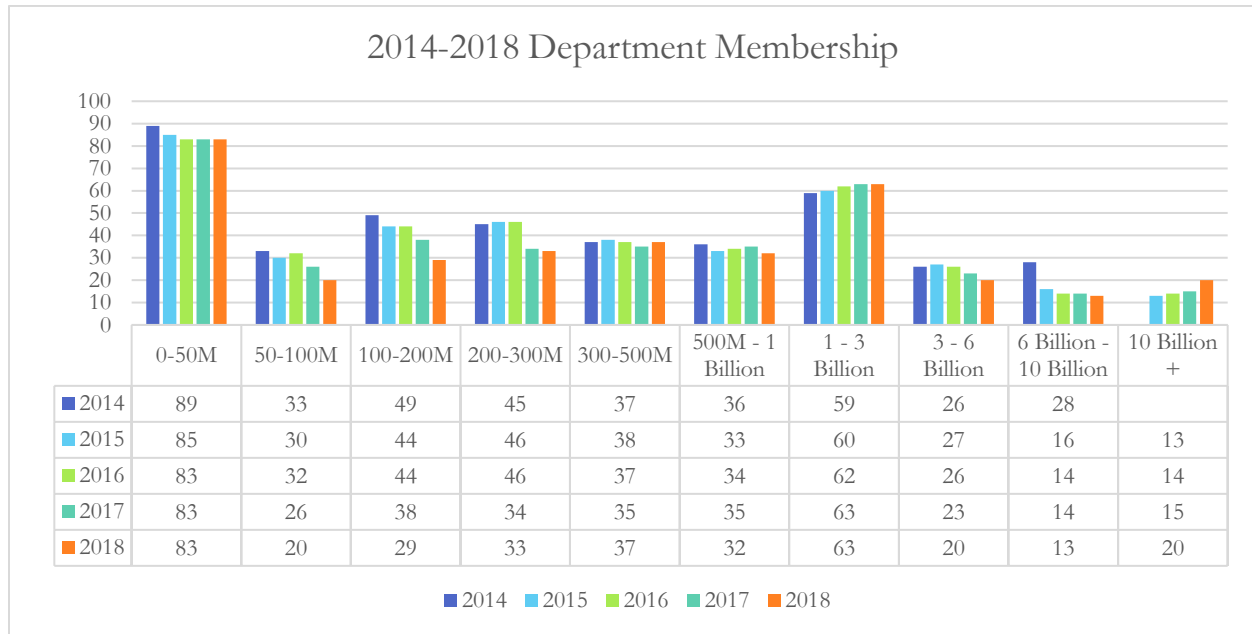
Once survey data had been collected, 42 members were invited to a one day strategic planning session on November 1, 2018 in Ellensburg, Washington. Members of the group reviewed the existing Mission, Vision and Values, survey results and conducted a SWOT analysis to develop a consensus of priorities which were translated to new strategic goals and objectives.



Board action is scheduled for May 20, 2019 at the WFC Annual Conference with an anticipated implementation date of January 1, 2020.

Goal 7

Increase membership value in the eyes of current and potential members as measured by recruitment and retention data.



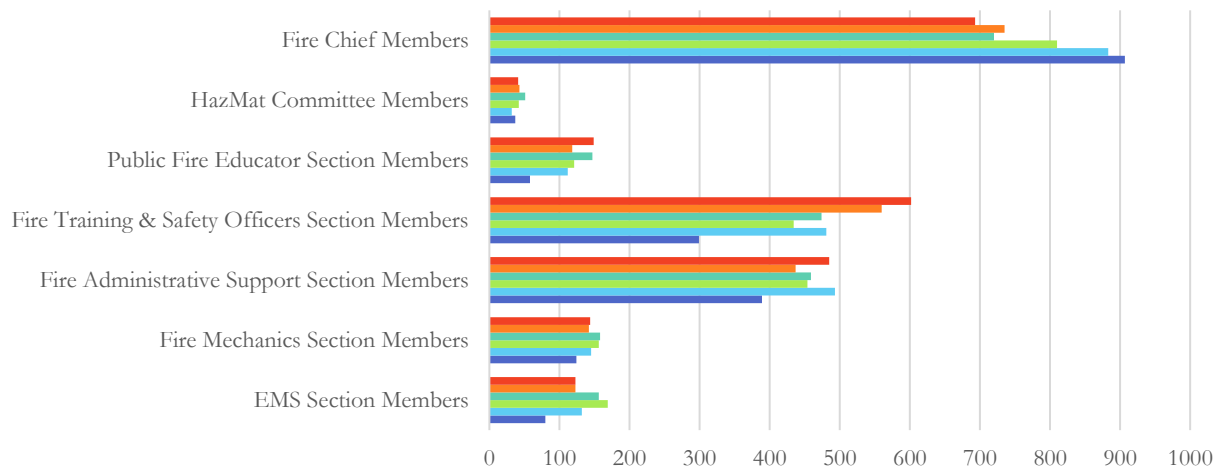
The core of the Washington Fire Chiefs is its members. As such, recruitment and retention of members is of utmost importance. In 2015 a 10th membership tier went into effect. As shown in the chart above, membership overall remained static, with the smallest tiers continuing to see some reduction, due to mergers and consolidations. Overall retention of members has stayed strong.

The WFC membership goal is to attain 100% of all fire agencies in our state, a level that has not been met to date. In 2018 the WFC member agencies totaled 350 of 475 possible fire agencies statewide or 74%.

In order to maintain strong membership numbers, the WFC leadership and staff works to maintain outreach, follow up and value of membership. The WFC continues to look for new and innovative ways to improve and add value of WFC membership as seen through the eyes of the member. In 2018 the WFC partnered with Enduris and Washington Cities Insurance Authority to offer members free or reduced cost leadership training on both the east and west side of the state.



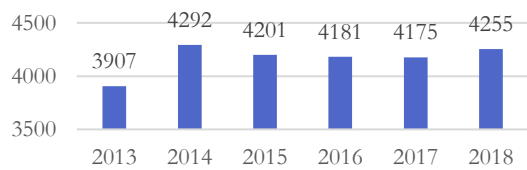
2010-2018 Individual Members



	EMS Section Members	Fire Mechanics Section Members	Fire Administrative Support Section Members	Fire Training & Safety Officers Section Members	Public Fire Educator Section Members	HazMat Committee Members	Fire Chief Members
■ 2018	123	144	485	602	149	41	693
■ 2017	123	142	437	560	118	43	735
■ 2016	156	158	459	474	147	51	720
■ 2015	169	156	454	434	121	42	810
■ 2014	132	145	493	481	112	32	883
■ 2013	80	124	389	299	58	37	907

■ 2018 ■ 2017 ■ 2016 ■ 2015 ■ 2014 ■ 2013

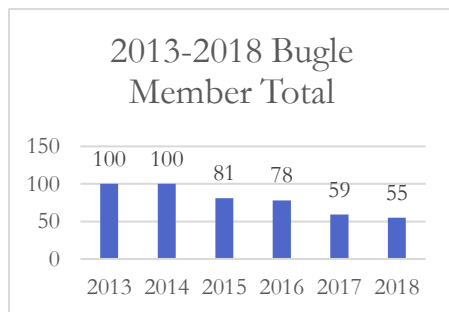
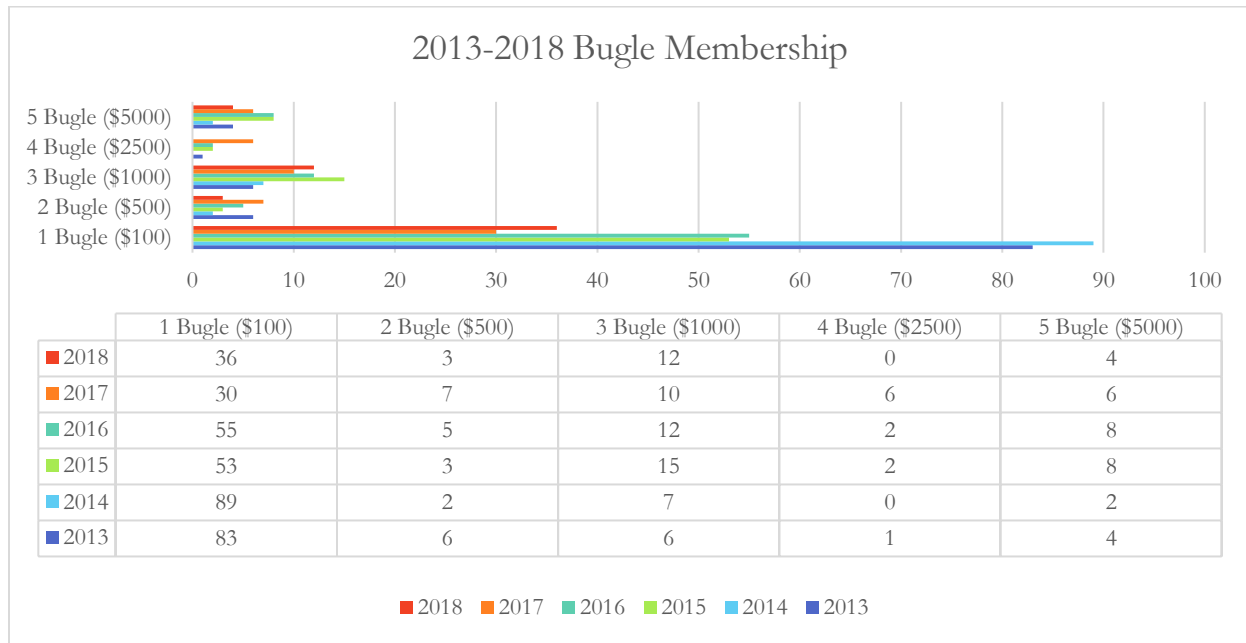
2013-2018 Individual Membership Totals



WFC staff took an active role in communicating directly with fire agencies on membership issues and the membership system is now easier for members to update their agencies with little staff involvement. This data is now more reliable, consistent and accurate. This is an ever changing and dynamic process and will require continued focus from staff and member agencies.

Goal 8

Increase revenues through partnerships with vendors, fire service partners and the Fire Rescue Wellness Corporation as measured against historic annual revenues.



The WFC Bugle memberships is designed for businesses that associated with the fire service. Prior to 2012 this group was named the Associate membership. This membership category provides the greatest opportunity for growth compared with fire agency membership because there an infinite number of fire agencies as contrasted by businesses that associate with fire agencies. The WFC continues to promote Bugle memberships through various media and in-person contacts.

In 2018, the WFC continued efforts to reach out to new businesses as potential Bugle members. The WFC staff reviewed and revised Bugle benefits and price after soliciting and receiving feedback from existing and potential Bugle Members.

Despite the multitude of businesses that in some way or another have interactions with the fire service in this state there are also a number of other associations competing for those members who have limited budgets for these purposes. Despite a strong showing at the WFC Expo in 2018, membership still fell slightly form a total of 59 Bugle members in 2017 to only 55 in 2018.



Goal 9

Continue to be the premier resource fire chiefs use when they are facing a crisis within their agency or region as measured by documenting the contacts and outcomes.

One of the key benefits the WFC provides is problem solving expertise for Chief Fire Officers and their staff. Each month the WFC receives roughly 30 contacts, through office phone, email and directly to the Executive Director, seeking assistance on key issues to their agency.

These calls frequently are an indicator of a larger issue that may affect fire agencies statewide. For example, in 2018, the WFC was asked to assist a member with a Labor & Industries citation. The WFC leadership worked with Labor & Industries and the WSCFF concerning the Labor & Industries Interpretation of WAC 296-305, limiting rescue work when less than three Firefighters are at the scene. In response the WFC developed a FAQ document on the subject and communicated the need for each fire agency to review their emergency scene engagement policy for compliance. The WFC was able to help our member agency through the appeal process which ultimately was dropped, and the citation stood. The WFC Board members and Executive Director proactively reach out to fire agencies and Chief Officers to offer our assistance through a crisis or problem.

Conclusion

The results of feedback, surveys and association involvement show that there have been improvements made in customer service, problem solving assistance, member resources and legislative action.

One area, based on survey and feedback, that will be the focus of improvement for 2019 is to better educate the WFC membership as to the resources available and the overall mission, goals and structure of the WFC. The WFC will continue to look for ways to more efficiently connect members with resources and improve effective communications. Another opportunity is to review and revise the Bugle Membership program to better meet the needs of the existing and future businesses associated with the fire service.

A major focus will be a smooth transition from the exiting strategic plan to the revised strategic plan before the actual implementation in January of 2020. Thank you for your feedback, survey responses, and anecdotal information. The Washington Fire Chiefs appreciates your membership and support as we look forward to an exciting year ahead.